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## DEPARTMENT OF COMMERCE & TRANSPORT

### RESOLUTION

The 28th May, 2025

**Sub: Promoting Public Transport System across Odisha under Mukhyamantri Bus Seva (MBS).**

The Government of Odisha has launched the Scheme "**Mukhyamantri Bus Seva (MBS)**" in view of **reorientation, repurposing** the Public Transportation across Odisha and beyond by offering seamless, affordable, and inclusive bus services through **Intra-District, Inter-District as well as Inter-State** connectivity.

The Scheme focuses on **enhancing operational efficiency** & service coverage and promoting an inclusive, accessible & sustainable Public Transport system in and around the State. Further, it ensures equitable mobility, especially for underserved rural and tribal areas.

Aligned with the objectives of **National Road Transport Policy**, MBS supports sustainable, inclusive development and fosters rural-urban integration. The scheme envisages a high-standard Public Transport system in the State that drives regional growth and social empowerment.

### **OBJECTIVES :**

In line with the C&T Dept. Notification No. 8353, dated the 12th August, 2024, with the objective of improving Bus services and transport infrastructure in the State of Odisha, the **Evaluation Committee** had been constituted under the Chairmanship of the **Chief Secretary, Govt. of Odisha** along with Secretaries from Finance Dept., Law Dept., PR&DW Dept., E&IT Dept., Works Dept. & Dept. of MS, to evaluate the erstwhile Scheme "Location Accessible Multi-modal Initiative (LACCMI) and further recommend for **necessary modifications/ upgradations** in the Scheme. Multiple rounds of meetings & discussions were undertaken by the Evaluation Committee regarding **repurposing & reorientation** of the said Scheme.

## JUSTIFICATION:

The Scheme is a vital investment in **Odisha's rural transport**, promoting public welfare, empowerment, and socio-economic upliftment. It holds strong potential for rural growth, warranting continued Government support and expansion.

Further, it enhances mobility for people across the State, especially in rural and tribal regions, driving inclusive development. The Scheme also offers an opportunity to **benchmark high-quality Public Transport** system in Odisha.

With its **Minimum Viable Product (MVP)** approach, the Scheme presents scope for improved impact through a reassessment of implementation modalities. Having operated in phases for over a year, this is an opportunity to review it based on learning & feedback and reorient within the RFP/ Agreement framework to enhance citizen benefits and minimize operational or financial gaps. Further, being a **first-of-its-kind, as a large-scale initiative**, periodic adjustments and course corrections are essential.

## CONSULTATIONS:

As part of multiple Evaluation Committee meetings, inputs, suggestions recommendations from key State Govt. Departments such as PR&DW Dept., E&IT Dept., Finance Dept., Law Dept., Works Dept., Dept. of MS; State Govt. Agencies such as STA, OSPH&WC. CRUT as well as Domain Experts like ASRTU, DIMTS were sought and diligently incorporated.

The Detailed Project Report/ Bus Operation Plan was developed through extensive consultations with PR&DW Dept., H&UD Dept., and Dept. of MS, with bus routes finalized based on recommendations from all the District Administration. The PPP Cell and Law Dept. provided expert inputs on RFPs, Agreements, and legal-financial frameworks, strictly adhering to procedures laid by the Finance Dept. By November 2024, six Steering Committee meetings were held with cross-departmental participations, shaping the policy and implementation roadmap.

## THE ROADMAP FOR IMPLEMENTATION:

Based on the Evaluation Committee Report & direction of the Government, approval of the Cabinet has been obtained on the recommendations of evaluation committee along with the following directions pertaining to **repurposing and rolling out of the scheme** as

well as enhancement in operational efficiency, service utilization, revenue generation, return on investment & overall strengthening of the Public Transport system:

- a. Reorientation & repurposing of the existing LAccMI scheme as “**Mukhyamantri Bus Seva (MBS)**” & **Rebranding of MBS** considering public choice and adaptability.
- b. Implementation of the Recommendations of the **Evaluation Committee** related to reorientation & repurposing of the Scheme as well as base-rate rationalization, enhancement of route coverage and improvement in operational efficiency. (The Evaluation Committee Report has been attached in **Annexure-I**)
- c. **Authorizing the** existing **Evaluation Committee** headed by the Chief Secretary/DC-ACS for **review of the Scheme Periodically** for necessary course correction in future, if any.
- d. Application of **STA notified Fare** for both Non-AC & AC Bus services for better market parity with Private Bus Operators and **50% Concession in Ticket Fares** in both Non-AC & AC Bus services for **Women, Transgender, Students, Persons with Disability & Senior citizens** and integration with National Common Mobility Card (NCMC).
- e. The revised rates for **Cluster-II and III will be brought at par with Cluster-I rate i.e. Rs.63.36** per KM Base Rate and the same will be made effective on the date of Cabinet approval. The prevailing base rate in other Clusters namely **Cluster-I (Rs.63.36)**, **Cluster- IV(Rs.56.25)** and **Cluster-V (Rs.60.50)** will remain un-changed. Similarly, if the base rates of AC buses in other clusters are higher than those in Cluster-I, they would be rationalized to align with the base rates of Cluster-I AC buses.
- f. Operation of MBS will be completely revamped to **bring operational efficiency, transparency** and the same will be monitored and governed by OSRTC.
- g. MBS will expand its operation in **public need-based routes** in the State of Odisha connecting with all major Commercial, Educational and Medical Hubs.

For any further details, detail Cabinet Memorandum would be referred by the department.

### FINANCIAL IMPLICATIONS:

- a. The erstwhile Scheme was earlier approved by the Cabinet with financial provisioning of **₹3,278 Crores** including an initial funding of 100 Crore for the first three years i.e. from FY2023-24 to FY2025-26.
- b. It is proposed to utilize this approved Budget, as all the revised expenditures are well within this limit and no **further budgetary requirement** is needed till completion of FY2025-26.
- c. As the Finance Dept. has approved this budget previously through the **EFC**, if any modification is required in future, **due procedures** will be followed by the Department to accord necessary approval.

### INSTITUTIONAL MECHANISM:

The existing Institutional mechanism shall be **reoriented & renotified** for the MBS scheme as recommended by the Evaluation Committee i.e.:

- a. To ensure effective monitoring & timely resolution of various issues & challenges, the Principal Secretary, C&T Dept. shall be designated as the **Chairperson of the Steering Committee** & Chairman-cum-Managing Director, OSRTC shall be designated as the **Chairperson of the Executive Committee**.
- b. If there are any gaps or scope of improvement in the system, the **course correction** measures would be undertaken at the level of the Evaluation Committee.

### ORDER

Ordered that the Resolution be published in the Extraordinary issue of the *Odisha Gazette* and copies of the Resolution be forwarded to all Departments, all head of Departments and Accountant General, Odisha.

By Order of the Governor  
USHA PADHEE  
Principal Secretary to Government

## Evaluation Committee Report

### A. Analysis:

### B. Conceptualization of the Scheme:

- C. To strengthen the **Rural Public Transport landscape** in the State of Odisha, the Government had envisaged an aspirational Citizen-centric Scheme.
- D. In line with the vision of the State Government and in compliance with the mandate of **Ministry of Housing and Urban Affairs (MoHUA), Govt. of India** of maintaining a minimum of **0.5 buses per 1000 population to attain sustainability & service-level benchmark**, the erstwhile “Location Accessible Multi-modal Initiative (LACCMi)”, was conceptualized.
- E. Considering the above benchmark, as of date, there is a requirement of further 12,500 Buses to attain this minimum sustainability, and based on these statistics, considering the **Minimum Viable Product (MVP) approach**, 1,623 Buses were planned to be operationalized for connecting rural pockets with the urban areas and 122 Buses were planned to be operationalized connecting District Headquarters/ Major Subdivisions with Puri / State Capital/ other major cities.

## 2. Planning of the Scheme:

- i. Based on the socio-economic and educational requirement of the rural population, a discussion was held with multiple stakeholders involving experts from Govt. of India as well as other STUs & Domain Experts to work out a robust and effective transportation operation model. As an outcome of the discussion, **Gross Cost Contract (GCC)** model, which is acknowledged as one of the **most reliable and efficient operation models for Public Transport**, duly considered by **Govt. of India as well as NITI Aayog and other successful Public Transport entities worldwide**.
- ii. As a follow-up to this discussion, a detailed operational and financial model for the scheme was established following the **Guidelines of NITI Aayog, Govt. of India & Ministry of Housing & Urban Affairs (MOHUA), Govt. of India**.
- iii. The DPR/ BOP/RFPs were duly reviewed & vetted by Govt. of India recognized Domain Expert agencies such as **Urban Mass Transit Company Limited**

**(UMTC), Delhi Integrated Multi-Modal Transit System Limited (DIMTS), Association of State Road Transport Undertakings (ASRTU).**

- iv. Further, the same was duly vetted from the **Finance Department, Law Dept., C&T Dept., Govt. of Odisha**. Accordingly, modifications were incorporated considering their remarks & suggestions.
- v. Further, the implementation of the Scheme was planned in a **phase-wise manner** given its large-scale operation. Therefore, Cluster-I was implemented first to understand the operational challenges and participation of public partners in the rural segment for efficient transportation.
- vi For efficient monitoring & decision making, a **well-structured Institutional mechanism** was formed constituting Committees at various levels such as: Steering Committee & Executive Committee at State-level, District Level Nodal Committee at District level, Sub-divisional Committee at Sub-divisions level & Block Level Committee at Block level.

### **3. Procurement under the Scheme:**

- i. As studied from the best practices & recommended by various Domain Experts, **Gross Cost Contract (GCC)** mode has always been the best-fit model for Bus operation for a State Govt./ STU as it significantly **reduces the liabilities upon the Govt. & ensure enhanced operational efficiency**. Further, the GCC model has also been adopted by **PM-eBus Sewa** for operationalization of electric Buses.
- ii. Procurement processes were undertaken for onboarding of PPP Agencies following the Guidelines of **NITI Aayog, Govt. of India, MORTH, Govt. of India & OGFR, Govt. of Odisha. Guidelines of Central Vigilance Commission (CVC), Govt. of India** was followed for signing of Integrity Pact with PPP Agencies.
- iii. Domain Experts agencies such as **UMTC, DIMTS and Independent External Monitor (IEM)** were consulted during preparation of RFPs. Further, PPP Cell of **Finance Dept., Govt. of Odisha and Law Dept., Govt. of Odisha** have also vetted the RFPs, Agreements etc.
- iv. **Transparent bidding processes** were followed for onboarding of PPP Agencies to achieve **competitive pricing**, and unlike other PPP Arrangements, it was decided that the responsibility of developing Depots as well as Fueling facility to be kept within the scope of PPP Agency, to reduce the infrastructure liability on the Government.

#### 4. Fare Mechanism under the Scheme:

- i. Considering the socio-economic standard of the people of the State, the Government had decided the **Fare structure to be very concessional**. Such nominal Fare matrix would cater to a large segment of people especially in **rural & tribal areas**.
- ii. Further, it was decided to have flat Fare for **Women, Students & Physically challenged passengers** irrespective of distance travelled, to promote inclusivity & socio-economic development. As a result, **female ridership shares of -59% & student ridership share of -26%** have been achieved as of date.
- iii. It is important to be noted that, in such a concessional Fare mechanism even with 100% payload in the Bus services there would a **fiscal deficit of about 70%-80%**.

#### 5. Comparing with Other Mass Public Transit Systems:

- i. It is very much evident that the Bus transportation always has **higher geographical penetration as well as higher population outreach coverage** as compared to any Mass Rapid Transit system.
- ii. Bus Transportation is always the **most convenient & effective mode of public Transport for the remote, rural & tribal areas**. Further, it is a very **critical driver for socio-economic development & per Capita income** in the State.
- iii. The average Annual Revenue loss under operation is approx. **₹68.00 per passenger** considering the **current concessional Fare**, which is very much less in comparison with other major Mass Rapid Transit Systems in India such as Metro, which generally accounts for an average Annual Revenue loss of **₹147.48 per passenger**. (Source: HMRL Annual Report Annual Report 2023; CMRL Annual Report 2023; DMRC Annual Report 2023; OSRTC 2023-24)
- iv. To compare the operational modalities of Mo Bus Services of Odisha (operating as one of the successful Urban Transport systems in the Country) to that of the GPS Operations, following major points have been observed:
  - The existing per Km operational cost of Mo Bus is almost **₹60.79**, which is almost at par with the average operational cost of GPS Buses, despite that Mo Bus is being operationalized only in Urban pockets.
  - Further, the development of depots for Mo Bus is also not in the scope of their PPP Agencies, as it is being developed by the Authority with an approximate value of **₹21 Crores** for each depot.

- The operational cost of Mo Bus considers Drivers as semi-skilled, whereas under GPS, the drivers are considered as High Skilled as per the standard practice adopted by most of the State Transport Undertakings (STUS). Further, aligning Mo Bus with the revised skill classification standard would result in an estimated increase in its operating cost by **₹3-4 per Km**.

## 6. Reorientation/ Modification of the Scheme:

- i. Major infrastructure/transportation projects invariably face starting troubles due to complexity in nature. However, the initial implementation period is **an excellent opportunity to closely study the operational dynamics and get emergent problems remedied**. In fact, the success of such grand projects depends on how quickly and effectively we can respond to and solve emergent problems.
- ii. As this Scheme relies on the **Minimum Viable Product (MPV)** approach, there is a **promising opportunity in enhancing the effectiveness of project implementation** which could be capitalized through reassessment of the modalities of the Scheme.
- iii. It is to be noted that the said Scheme has been operational for about a year in a phased manner. Hence, this would be a good time to **reevaluate the existing Scheme** based on the learning & feedback and further **undertake necessary reorientation/ modifications** within the purview of RFPs/ Agreements to make it **more beneficial for the citizens as well as to reduce the operational/ financial gaps**.

## B. Recommendations:

As per the Government Decision, the Rural Bus Services shall be operational as **“Gramanchal Paribahan Seva (GPS)”** with following operational modalities.

Various measures & initiatives have been suggested as explained below, to ensure enhancement in operational efficiency, operational revenue, financial viability & overall sustainability of the System, in accordance with various Guidelines, Best practices as well as Industry norms & standards. Further, periodic review will be done for optimizing revenue and any upward enhancement as per the demand and the same shall be appraised at the Steering Committee from time to time.



## I. Efficiency Saving due to Change in Operational Modalities:

1. As of date, **1,319 nos. of non-AC Buses** have been deployed across the State under **Gross Cost Contract (GCC)** model, to connect the Gram Panchayats with their respective Block HQs. These Bus services shall continue as **Intra-District & Inter-District Connectivity**. Further, to ensure optimal service utilization & operational efficiency, **Rationalization of Bus routes & Augmentation of Bus fleet** shall be undertaken with the following conditions:

- i. **District Level Nodal Committees (DLC)** to assess & recommend new routes and/or modification in routes based on public need & demand, which shall further be co-ordinated with OSRTC for inclusion in the ITMS.
- ii. The Bus operational planning should be optimized properly, ensuring maximum utilization of assured kilometer as specified by OSRTC for better revenue & return on investment and get maximum value for money.
- iii. The Routes to be mapped so as to cover important nodes such as **school, colleges, hospitals, markets** to provide seamless transport to the citizens. Accordingly, concerned Secretaries to be informed.
- iv. Further, the **Bus Queue Shelters (BQSSs)** developed by the District Administrations shall be connected & utilized properly during the Bus Operations to ensure safe and secure waiting areas for the citizens.
- v. The buses will be operated in such a way that the routes and timings are as per the local need and will not **unnecessarily overlap** with the routes and timings of the Private operators.

2. **304nos. of AC Buses** planned for operational between Block HQ to District HQ under Gross Cost Contract (GCC) model, shall be redeployed across the State s per following modalities:

- i. The existing 103 nos. of already delivered Buses (71 nos. of 9M AC & 32 nos. of 12M AC) to be operational as it is by OSRTC through GCC mode ensuring optimal utilization.

- ii. The PPP Agencies requested to induct the undelivered 12M AC Buses into the existing fleet for which advance payment has already been done to the OEMs, considering financial stress incurred. In view of the above, the matter of operating new AC Buses to be taken up by the Steering Committee at a subsequent stage based on requirement & public demand. However, remaining undelivered 12M AC Buses to be cancelled with mutual consent of PPP Agencies and signing addendum in the Agreements.
- iii. To ensure maximum benefit to the Citizens, the existing operational guideline in the Scheme needs to be modified. Accordingly, realignment of Bus routes to be done from only **Intra-District to Intra-District, Inter-District & Inter-Cluster Connectivity**, wherever required as per the citizens requirement.
- iv. Further, the **District Level Nodal Committees (DLC)** shall review the routes & timings as suggested by various stake holders to avoid any overlap with routes & timings of the Private Bus operators.

3. During discussions with the PPP Bus Operators, they voluntarily proposed a reduction in GCC Base rates wherever possible, to promote operational efficiency and financial rationalization. In line with this proposal, to maintain parity, the GCC Base rates for Clusters-II & III (which are comparatively higher) are to be reduced to make them at par with that of Cluster-I, wherever possible. This strategic adjustment is aimed at ensuring the long-term sustainability of the Scheme. This would help in further reducing the overall operational cost by almost **₹16 Crores per year**.

4. The summary of all the recommendations resulting in saving in operating cost is as follows:

Sl. No.	Recommendation	Estimated Saving in Operating Cost per Year
i	Rationalization of AC Buses	₹ 41 Crores
ii	Rationalization of GCC Rates	₹ 16 Crores
<b>Total Estimated Saving in Operating Cost per Year</b>		<b>₹ 57 Crores</b>

**Note:**

- i. This Calculation is based on assumptions, various Guidelines, Best practices as well as Industry norms & standards, this may change periodically based on operational & financial modalities.

5. These above strategies would help in minimizing financial implication on the Government in terms of operational savings by approximately **₹5 per Km.**

**II. Additional Revenue Generation Opportunities:**

For operating the Scheme with a better & sustainable way, **additional Revenue opportunities** have been explored in line with the following strategies:

1. Further, the Committee has recommended for **Indexation of the existing Concessional Fare structure for Non-AC services** for the recipients based on CPI which will automatically enhance the Fare prices on annual basis. However, based on direction of the Government, Fare structure to be reviewed by the Steering Committee periodically & the annual indexation to be done automatically. This would help in an average increase in operational revenue by almost **₹5 Crores** annually.
2. For operationalization of Inter-District and Inter-Cluster services, to effectively rationalize the routes as and when required, the C&T Department shall issue the **State-wide Area based Stage Carriage Permits** to OSRTC in compliance with Govt. of India guidelines. Through this, the AC Buses can be operated with the STA notified rates for better market parity with Private Bus Operators. This would help in maximizing operational revenue by almost **₹ 67 Crores** per year.
3. **Existing Bus Depots of OSRTC** to be effectively utilized by OSRTC for commercialization and generating non-fare revenue by exploring innovative revenue mechanisms and following due procedures. This would help in mitigating operational revenue gaps.
4. OSRTC to **capitalize through structured IEC activities** by utilizing the existing Display Panels installed inside the GPS Buses for promoting or advertising various Government programs/ Schemes as well as other promotional campaigns by following due procedures. This would help in

enhancing the non-operational revenue and savings in net operational cost by **₹30 Crores** annually.

5. **Outdoor Advertising on GPS Buses** wherever applicable, to be undertaken by OSRTC by following due procedures to ensure further revenue opportunities. This would further help in minimizing the net operational cost by **₹5 Crores per year**.
6. The summary of all the recommendations resulting in additional revenue generation is as follows:

Sl. No.	Recommendation	Estimated Additional Revenue Generation per Year
i	Annual Indexation of the Existing Concessional Fare Structure for Non-AC Services based on CPI	₹5 Crores
ii	Operating AC Buses with the STA notified Fare rates	₹67 Crores
iii	iii Capitalizing the Assets for structured IEC activities	₹30 Crores
iv	Outdoor Advertising on GPS Buses	₹5 Crores
Total Estimated Additional Revenue Generation per year		₹107 Crores
Total Estimated Revenue Generation per Year incl. Current Annual Fare Revenue of ₹78 Crores		₹185 Crores

7. These above strategies would help in minimizing financial implication on the Government by approximately **₹15 per Km**.

### III. Supplementary/ Dynamic Revenue Generation Opportunities:

1. Technology should be used for efficiency implementation & monitoring. Accordingly, ITMS should be strengthened. As suggested by the Domain experts, as GCC operations are dynamic, a full-fledged **Integrated Transport Management System (ITMS)** with necessary modules such as Automated

Vehicle Locating System (AVLS), Automated Fare Collection System (AFCS), Route Planning & Scheduling (P&S), Citizen Mobile Application, Passenger Grievance Redressal Mgmt. System, Depot Management System (DMS), Manpower Mgmt. System, Asset Management Software (AMS), Financial Management System (FMS) etc. Domain experts also agreed to this based on which following measures to be deployed at the earliest:

- i. OSRTC to constantly measure, monitor & assess the performance of the PPP Bus Operators through **Service Level Agreement (SLA) parameters** in a stringent manner & automate the enforcement of necessary penalties with the help of ITMS. Through stringent SLAs and enforcement, it is estimated to reduce the operational cost by approximately **₹10 Crores per year**.
- ii. OSRTC to automate **Process payments and Contract management** through ITMS to ensure high standards of service and operational efficiency, reducing costs and improving service delivery.
- iii. As per requirement, **Advanced Analytics & Dashboards** to be incorporated along with periodic automated report generation for effective monitoring of operational performance and **Informed Decision making**.

**2.** To mitigate revenue leakages & promote cashless transactions, **pass system & National Common Mobility Card (NCMC) system** to be brought for better public convenience. This would further enhance the revenue by almost **₹29 Crores annually**.

**3.** To ensure optimal utilization of resources & maximum return on investment, various initiatives/ add-on services shall be kept in place for gaining **Assured Non-fare Revenue** from Bus operation, thus reducing the net operating cost. OSRTC shall explore & place suitable strategies by following due procedures & ensuring higher efficiency & ease in operation. In this regard, the Committee at the level of CMD, OSRTC shall review & finalize the Operational & Financial modalities for such initiatives. Some of the initiatives are as follows:

- i. Leveraging existing transit network systems to enhance alternate revenue streams through better **Logistic Policy** and introducing **Logistic services in GPS& OSRTC**, as adopted by other major STUs. Accordingly, the competent Logistics Aggregator is to be deployed through a transparent bidding process to ensure inclusive & synchronized supply chain solution throughout the State. This

would further sustain the overall system and help in minimizing the operational gaps by adopting an assured non-fare revenue mechanism. To understand the best practices & adopt a suitable logistic model, initially OSRTC shall go for Expression of Interest (Eoi) & accordingly submit detailed proposal within the next three months for approval of the Steering Committee.

#### IV. Alternate Revenue Generation Opportunities:

1. The GPS scheme has the potential to boost the overall efficiency of the system through alternate revenue generation pertaining to various economic instruments & initiatives. Few of the major initiatives & their notional economic impacts are given below:

Sl. No.	Recommendation	Estimated Additional Revenue Generation per Year
i	<b>Carbon Emission Saving @*13.97/tCO<sub>2</sub>e @53.11gms CO<sub>2</sub>/PKM (in Tonnes)</b> (Source: TERI, Report 2023; Global Carbon Market rate as of Aug 21, 2024)	<b>₹1.28 Crores</b>
ii	<b>Employment Generation @ ₹25,000/month/person @1:5 Staff to Bus ratio</b>	<b>₹213.30 Crores</b>
iii	<b>Passenger Cost Saving</b> (From the On-site Passenger data)	<b>₹28.59 Crores</b>
iv	<b>Increase in Business Sales 1:3 Operating Investment to Business Sales Ratio</b> (Source: American Public Transportation Association)	<b>₹524.52 Crores</b>
v	<b>Savings due to Women Safety</b> (Source: Union Budget, Ministry of Finance (Gol); Oxfam Report)	<b>₹0.56 Crores</b>
vi	<b>Savings due to Road Safety</b> (Source: Ministry of Road Transport and Highways, Road Accident Report 2022)	<b>₹10.43 Crores</b>
<b>Total Notional Estimated Alternate Revenue Generation per Year</b>		<b>₹778.69 Crores</b>

v. **Other Suggested Measures for Strengthening of the System:**

1. Under the **Jagannath Express services**, OSRTC has procured **122 nos. of High-And Premium Buses with Comprehensive Annual Maintenance Contract by the Original Equipment Manufacturer (OEM)**. Out of these 122 nos. of Buses, 80 Buses have already been delivered. Further, based on growing public demand it is recommended that, the remaining Buses shall be deployed & operated by OSRTC at the earliest. The Committee, to ensure optimal service utilization of these Premium Buses, instructed to comply the following decisions:

- i. OSRTC to operate these Buses on **profitable routes** to ensure operational sustainability.
  - ii. Irrespective of these Buses planned earlier for operationalization within the State, it was **recommended to also operate these Buses for Inter-State services**, which not only provide a better connectivity to the citizens but also would create a positive brand image of the State outside.
  - iii. Further, OSRTC may tie up with Tourism Department to promote the Bus Services as an aspirational **transport connectivity to the Tourism/ Pilgrimage hubs**.
  - iv. Accordingly, OSRTC, in co-ordination with STA, may expedite the **Reciprocal Agreement** with other States at the earliest.
  - v. OSRTC to ensure the Buses are being properly **serviced & maintained by the OEM** throughout the contract period, prioritizing safety & comfort of the passengers.
2. Existing **Institutional mechanism** would be reoriented for implementation and monitoring of the Scheme and the **Steering Committee** shall be responsible for reviewing and resolving queries received from the DLCs, issues pertaining to Private Bus Operators and any other matter. However, to ensure effective monitoring & timely resolution of various issues & challenges, it was recommended to designate the Principal Secretary, C&T Dept. as the Chairperson of the Steering Committee & Chairman-cum-Managing Director, OSRTC as chairperson of the Executive Committee. List of members to be modified appropriately.

3. Further, OSRTC being the Implementing Agency, to ensure effective implementation & efficient operation of the Scheme in a long run, it is recommended to undertake the **Restructuring of OSRTC** as required.
4. Considering the socio-economic standard of the people of the State, the Government shall decide **concessional fares** for women, transgender, students and disabled persons, which would not only help in enhancing the socio-economic condition of the people but also help the Government in maximizing the return on investment.
5. A **Grievance Redressal Cell** to be formed under CMD, OSRTC for better coordination with the private bus operators & public grievance management. The same Committee to assess the demand of the citizens and operate Bus services based on field inputs.
6. A **Committee at the State level involving Secretaries of C&T, Finance, MSME, CMD, OSRTC & Transport Commissioner** would evaluate the proposals of involving local Bus operators in the Scheme and recommend to the Steering Committee for further improvement in the Scheme by involving the local operators.
7. This Transport forum can also be used for some innovative initiatives such as:
  - i. **Augmentation of E-Buses** to be undertaken to promote Green Mobility in line with Government of India guidelines.
  - ii. **Explore Carbon Credit strategies** to make the current system more productive and sufficing the Sustainable Development Goals.

### C. Conclusion:

1. The GPS scheme represents a critical investment in enhancing Odisha's Rural Transportation with enhanced public welfare & empowerment along with various positive socio-economic impact. It has the potential for upliftment & growth for Odisha's rural population, warranting strong Governmental support for its continued success & expansion.
2. Considering all the aspects, it is recommended to continue the Scheme with the above recommendations.



3. The prevailing **Institutional mechanism** shall continue for implementation & monitoring of the Scheme and the **Steering Committee** shall be responsible for periodic review of the Scheme.
4. If there are any gap or scope of improvement, the course correction measures shall be undertaken at the level of the Steering Committee.
5. **Ama Bus Stand (ABS)** Scheme has the potential to enhance the transport infrastructure and compliment Gramanchal Paribahan Seva (GPS). OSRTC shall create a mechanism to integrate with the Schemes and optimize the benefit to public. (e.g., The Bus Stands can be developed for GPS along with the provision of depot services). The operation and management of these Ama Bus Stands can be done under the supervision of OSRTC, to ensure uniform standard of maintenance.
6. As the Scheme has been revamped and some of the operational modalities have been modified as compared to the previously approved Cabinet, therefore for the new framework of the Scheme, Cabinet approval to be obtained. Further, as per decisions on the Evaluation Committee Report, aligning with the RFPs terms and conditions, any change in the Agreements shall be amended and an addendum to be placed before the steering Committee for due approval.
7. All the estimates and recommendations are made based on the available information and with right intentions. Implementation of such a large Scheme will have many unforeseen externalities/ variable. These facts were discussed and acknowledged.